



**Minutes of a Stated Meeting of the
Senate of New York University
November 8, 2012**

A stated meeting of the Senate of New York University was held on Thursday, November 8, 2012, at 2:00 p.m., in the Colloquium Room of the Global Center for Academic and Spiritual Life, 238 Thompson Street. The meeting was convened with Dr. Sexton in the chair.

Faculty Senators Council Members Present: Ted Magder (Chair), Mark Alter, Awam Amkpa, Susan Anton, Rajeev Dehejia (for Victor Rodwin), Carol Hutchins, Jim Jacobs, Warren Jelinek, Mary Anne Jones, Angela Kamer, Rebecca Karl, April Klein (for Jennifer Carpenter), Wen Ling, Achiau Ludomirsky, Ruth Nass (for Mark Adelman), William Nelson, Laurin Raiken, Carol Sternhell, David Stokes, Arthur Tannenbaum, George Thurston, Nancy Van Devanter, and Daniel Zwanziger.

Student Senators Council Members Present: Malina Webb (Chair), Christian Acevedo, Alicia Bell, Anthony Beshay, Corey Blay, John Boyd, Mason Dettloff, Mariam Ehrari, Stephanie Gent, Jameson Lee, Brian Plaut, Daniel Porsa, Celaena Powder, Rhoen Pruesse-Adams, Rocco Puno, Seyyed Ali Sajjadi, Griffin Simpson, Patrick Ryan Totaro, and Ashley Valencia.

Deans Council Members Present: Charles Bertolami (Chair), Mary Brabeck, Mark Callahan (for Lynn Videka), Thomas Carew, Dennis Di Lorenzo, Allyson Green (for Mary Schmidt Campbell), Randy Hertz (for Richard Revesz), Joanne Hvala (for Peter Blair Henry), Gabrielle Starr, Kathleen Talvacchia (for Lauren Benton), Diann Witt (for Geeta Menon), and Susanne Wofford.

Administrative Management Council Members Present: David Vogelsang (Chair), Hilarie Ashton, Bart Grachan (for David Vintinner), John De Santis, and Anita Dwyer.

University Administration Members Present: Mike Alfano, Bob Berne, Bonnie Brier, and David McLaughlin.

Review and Approval of the Minutes of the October 4, 2012 Meeting

Upon motion duly made and seconded, the Minutes of the October 4, 2012 meeting were approved unanimously as presented.

REPORT OF THE PRESIDENT AND PRESIDENT'S QUESTION TIME

Dr. Sexton welcomed the return to normalcy at the University after 12 challenging days with Hurricane Sandy. He noted how blessed we are that there were no injuries or deaths on the Square or at the Medical Center. He spoke to stories of great loss and suffering, including deaths of children and others and persons who have lost their homes and possessions, and to the continued issues involving damage to homes and cars, absence of utilities, and transportation issues that many continue to endure. He described the noble efforts by many members of the University Community to deal with the crisis. He singled out efforts by Executive Vice President for Operations Alison Leary and her staff, who kept the cogeneration plant operating and dealt with numerous facilities and safety issues, the security and cleaning staff who found a way to get to the Square to help, and those who reached out to help the elderly, the infirm, and others needing assistance. He discussed the greater hardships by faculty living in Washington Square Village, which is not connected to the University's co-generation plant, as opposed to faculty in Silver Towers, which is connected. One of the Senators asked the Senate to salute with a round of applause the President and others at the University for an amazing job. A round of applause followed.

Dr. Sexton referred to the memorandum that was circulated to each Senator, and is attached to these minutes as Exhibit A, outlining some of the individual and collective achievements at the University since the Senate's last meeting. He advised that as the questions received from the Councils touched on several of the issues he planned to discuss at today's meeting, he would spend the remainder of his time answering the submitted questions.

Dr. Sexton responded to the FSC's question regarding the status of the University endowment, stating that the endowment is doing reasonably well based on the investment strategy of the NYU Board of Trustees Investment Committee. He explained that through the 1990s, the Investment Committee invested the portfolio very conservatively, principally in low-risk, liquid, fixed-income investments. He advised that at the end of the 1990s, with the University's financial condition improved, the Investment Committee moved cautiously to a more blended approach, which included a greater percentage of equities, but that the investment strategy remains relatively defensive because the endowment is small on a per student basis and liquidity is important for the University. He characterized the current strategy as seeking maximum returns within a moderate risk portfolio. Dr. Sexton reported that as of the end of September 2012, the endowment stood at \$2.88 billion, with a return on investments of 8.2 percent this calendar year and 7.7 percent per year on average over the past three years. He explained that the investment strategy results in lower losses during down markets but lower returns during better markets, and our returns in the last five years place us in the middle quartile of our peer group for the past five years.

In response to the FSC's question about the desirability of greater consultation with the faculty, Dr. Sexton agreed that the increasing complexity of the University makes the Senate and its committees and Councils, and the FSC in particular, critical to the effective engagement of the NYU community in major decisions. He spoke to the robust process involved in the adoption of the 2007-08 academic framework, a high-level strategic document considered favorably by the Senate and then by the Board of Trustees, which charted the academic future of the University. One of the issues raised in that document was the serious shortage of space to meet academic needs which led us to the space plan that became the "Core Project" approved by the City Council this summer. Dr. Sexton stated that the issue is how we engage in formal and informal communications more effectively going forward. He noted the many communication measures involved in the Core Project over the past five years, but commented that the reaction within NYU indicates that they were insufficient. He related that the FSC, a critical channel for communication, has offered proposals to increase communication and engagement, feeling that the prior measures are insufficient today. He stated that he welcomes the FSC proposals, a meeting to discuss the proposals occurred yesterday, and he expects that the FSC and the administration will work to agree on enhancements that could be presented to the Board of Trustees.

Dr. Sexton advised that there are deep engagements occurring involving listening, conversing, and exchanging views on major issues. He focused specifically on four key issues and the communications that are on-going and planned:

- (1) Core Project. Dr. Sexton explained that the zoning envelope of almost two million square feet on land already owned by the University is a special endowment involving significant savings as compared to having to purchase land and we must now prioritize its use. He advised that the Priority Space Working Group has already begun its work, which is expected to provide recommendations on implementation, taking account of the space needs and implications to the University community. He reported that the Working Group has established its own agenda and processes and expects to be transparent in its operations, the minutes of the first meeting are posted on the University's website, and the Provost will present at the second meeting on the academic drivers relating to space needs in the core.
- (2) Graduate Student Unionization. Dr. Sexton explained that the UAW is arguing before the National Labor Relations Board (NLRB) that it should have the right to seek to unionize graduate teaching assistants (TAs) and research assistants (RAs) at NYU. He noted that existing NLRB rulings hold that TAs and RAs are not eligible to organize because they are "students" and not "workers." He advised that Executive Vice President for Health Robert Berne is leading an effort to solicit views, including from the Senate and FSC, about the posture NYU should take if the NLRB determines, as we anticipate, that the UAW can seek to

unionize NYU's RAs and TAs. Dr. Sexton stressed that now is the time for interested parties to speak up as the NLRB is expected to rule imminently and it will be too late to comment shortly.

- (3) Technology's Role in the Future of Higher Education. Dr. Sexton noted that NYU has a long and rich history of on-line and on-line enhanced education and there are numerous undertakings nationally among our peer institutions in this space. He advised that we are just beginning a conversation on what our direction should be and a committee is in formation to consider options for NYU.
- (4) Global Network. Dr. Sexton stated he is very proud of the GNU and the recognition NYU has received as the leader in what is widely viewed as the next stage of what a great university will be. He noted, for example, that he was invited to the Nobel Prize Awards Forum, which occurs the day after the prizes are awarded, to present on the GNU. He discussed the many conversations about the GNU dating back to 2006 and 2007, including at the Senate and the FSC, but said we should and will engage in additional discussions. He spoke of the GNU as a circulatory system through which students and faculty can move seamlessly. He opined that the value for students is more obvious and they are very supportive. With respect to faculty, he explained that the process of academic planning for the global sites will originate in the schools and departments. He noted that the GNU increases the ability of departments to hire additional faculty at a time when hiring is otherwise limited; and it also results in important financial aid for students in Abu Dhabi and Shanghai. He expressed his hope that faculty engage in these ongoing conversations. .

Dr. Sexton addressed the SSC's question on Hurricane Sandy with respect to the University's preparedness, how the event was managed, changes to be considered in the future, and lessons learned. Supplementing his comments earlier in the meeting, he said that one of the best decisions was announcing on Tuesday that school was suspended until the next Monday, resulting in large numbers of students living in the dorms leaving NYU, which meant we had many less students to house, feed, and take care of. Dr. Sexton expressed gratitude to the NYU team that not only provided the basic, necessary services for these students, but also worked to keep up student morale. He noted, as examples, that Tisch alum Alec Baldwin came in for several hours one night to boost the students' spirits, the next night Bobst Library was converted to a dance hall for about 2,000 students, with a band and 20 entertainers, and there was a comedy night the following night. He advised that while the first focus was students in the dorms, where we have the greatest obligation, Hemmerdinger Hall and Tisch Hall were made available as respites for faculty and their families, with those in Washington Square Village and on the west side of Washington Square Park having no electricity or water. He reported that we will be looking into improved emergency

hall and stairwell lighting and that Alison Leary will be getting additional feedback from focus groups she is establishing. He noted that the local community was permitted in Bobst Library from 8 a.m. to 4 p.m. each day to charge devices, get water, and use bathrooms. He again focused on the absence of injuries and the minimal damage on Washington Square, but he spoke to the enormous extent of the damage at the Medical Center. Dr. Sexton related that Alison Leary, Vice Chancellor for Global Programs and University Life Linda Mills, and Vice President for Global Security and Crisis Management Jules Martin had emergency protocols in place and the Command Center located in Bobst Library worked well, although it was stressful for the team, which worked night and day for eight days straight. He spoke to the premium on communications, including email, the NYU website, Facebook, and text messaging, but commented that communications were difficult in the case of those without electricity. Dr. Sexton reported that research losses at the Square are minor, although some of the success is a result of heroic efforts, but the research losses at the Medical Center are more significant, and the damage to inpatient and outpatient facilities is substantial. He reported that he will be touring the Medical Center facilities tomorrow with W. Craig Fugate, the Administrator of the Federal Emergency Management Agency (FEMA), and New York Senator Charles Schumer. He noted that a review of the University's response to Hurricane Sandy will soon be completed and will influence future preparedness efforts. He concluded his answer by discussing the efforts to reach the elderly and infirm, thanking the Nursing School and its students in particular for their door-to-door efforts; and asking the NYU community to thank the many members of the NYU community who worked so tirelessly for their efforts.

In response to a question about maintaining contact with our graduate students during and after the hurricane, Dr. Sexton spoke to the significant communication efforts made and the challenges posed when we do not know where our community members are. In that regard he noted the importance of NYU community members utilizing NYU Traveler for their foreign travel. He advised that efforts were made at Stuyvesant Town, with respect to the students that live there. GSAS Associate Dean Kathleen Talvacchia, on behalf of Lauren Benton, Dean of GSAS, reported that GSAS was quite involved with reaching out and responding to graduate students.

Update on NYU-Poly

Provost David McLaughlin and Senior Vice Provost for Science and Technology for the Global Network University and Provost and Acting President of the Polytechnic Institute of NYU (NYU-Poly) K.R. Sreenivasan discussed the integration of NYU-Poly as a school of the University, a process expected to occur between January 1 and September 1, 2014. Dr. McLaughlin advised that it was anticipated when NYU and what is now NYU-Poly affiliated in 2008, that NYU-Poly would move from a stand-alone engineering school, which awarded its own degrees, to NYU's school of engineering, awarding NYU degrees. He reported that, because of the remarkable strides of NYU-Poly, it is now time to make that

transition, and both institutions' Boards voted in October to begin the concrete steps required for the full integration (e.g., academic, fiscal, and legal due diligence, and regulatory approvals from the New York State Department of Education and Regents, Middle States, and U.S. Department of Education).

Dr. Sreenivasan reported that the Senate's Academic Affairs Committee yesterday reviewed the proposed integration at length. He discussed the importance of bringing an engineering school back to NYU, noting that 19 of the 20 highest ranking universities have engineering schools, and to the synergies here, including with FAS, CUSP, the Medical Center, the GNU, the Digital Media Center, and in various other programs in other schools. He spoke to the advantages of NYU-Poly being NYU's school of engineering over starting an engineering school from scratch, outlining NYU-Poly's tangible and intangible assets, including describing the make-up of the faculty and student body (35 percent of whom are the first in their family to go to college), funded research, endowment, real estate, and alumni. He reported on the progress NYU-Poly has made since 2008 in terms of faculty, student SAT scores and retention, and financially. He outlined the integration process and status of NYU-Poly post-integration as a school of NYU with a dean, in lieu of a president.

In response to questions, Dr. Sreenivasan and Dr. Sexton elaborated on issues such as: NYU-Poly requiring SATs, or alternatively ACTs, for admission; the fact that NYU-Poly will be integrated into NYU information systems over time but as with other schools also have local IS personnel; the fact that NYU-Poly will be integrated into NYU for development purposes but as with other schools also have local development personnel; anticipated tuition and financial aid for NYU-Poly students post-integration, which is viewed as a particularly important issue requiring further discussion given the demographics of NYU-Poly students and the school's currently lower tuition; the potential impact on the Senate, which needs to be discussed in the Senate Committee on Organization and Governance (SCOG) along with issues involving representation for NYU Abu Dhabi, NYU Shanghai, and Liberal Studies; NYU student transfer issues to and from the school of engineering, which needs to be thought out; the ability of other NYU students to take courses in the school of engineering and engineering students to take courses in other schools, which should be easier than transfers; and athletics, which needs to be discussed but it is assumed that NYU-Poly students will become Violets and not play against NYU. The presentation concluded with Dr. Sexton and Dr. McLaughlin saluting Dr. Sreenivasan as a great scientist and colleague and with Dr. McLaughlin also noting that Dr. Sreenivasan will be making his inaugural lecture as a University Professor tonight.

COMMITTEE REPORTS

Academic Affairs Committee

Ms. Bell reported that the Committee discussed and made recommendations regarding recipients for honorary degrees, discussed the integration of NYU-Poly with NYU with Dr. McLaughlin and Dr. Sreenivasan, and discussed the NLRB issues related to graduate student unionization with Dr. Berne. She stated that the Committee will continue to discuss these latter two issues at future meetings.

Financial Affairs Committee

Mr. Dorph reported that the Financial Affairs Committee held its organizational meeting and its next meeting is scheduled for November 14, 2012.

Committee on Organization and Governance

Dr. Jelinek reported that the Committee has not met yet, but will soon and will be continuing last year's discussion on the participation of non-tenure track faculty in University governance at its next meeting.

Public Affairs Committee

There was no report from the Public Affairs Committee.

COUNCIL REPORTS

Administrative Management Council

Mr. Vogelsang reported that the AMC cancelled its regularly scheduled meeting due to Hurricane Sandy and outlined the AMC's Hurricane Sandy's relief efforts.

Deans Council

Dean Bertolami reported that the Deans Council met on October 24 and focused on three principal matters: discussions with Alison Leary about the PeopleSync Project, which aims to bring human resources, benefits, and payroll systems in line with the GNU's mission; discussions with Dean of the Liberal Studies Program Fredric Schwarzbach concerning a possible role in the Senate by non-tenure track faculty; and discussions with Dean of the Gallatin School of Individualized Study Susan Wofford on how to provide more input into cross-school initiatives in order to benefit the GNU. Dr. Bertolami noted that the next meeting will include a discussion on prison education.

Faculty Senators Council

Dr. Magder reported that the FSC continues to discuss the practice and principles of shared governance. He thanked Dr. Sexton for his opening remarks, adding that there is clearly an effort on the part of the administration to discuss measures that would enhance shared governance, and he looks forward to continuing the discussions. Dr. Magder advised that the FSC also discussed non-tenure track faculty lines in the School of Medicine and reviewed the Weapons and Simulated Weapons Policy. He added that the FSC hopes course evaluations will be made available to all students, as recommended by a previous FSC resolution, and that he would like to send FSC representatives to the Provost's group on online education.

Student Senators Council

Ms. Webb thanked the staff, faculty, and entire NYU community for their assistance to students during Hurricane Sandy and advised that the SSC will meet after the Senate meeting today to plan a recognition event on November 19 for those involved in relief events. She also announced the establishment of the SSC Scholarship, created from revenue from the Violet Ball; two scholarships in the amount of \$2500 each will be awarded next semester to students who demonstrate need and engage in extensive extracurricular activities.

There being no further business, the meeting was adjourned at 3:50 pm.

Respectfully submitted,
Bonnie Brier
Secretary



NEW YORK UNIVERSITY

A private university in the public service

Office of the President

UPDATES FROM PRESIDENT JOHN SEXTON
University Senate Meeting
Thursday, November 8, 2012

It is my pleasure to share with you these announcements and notes from across the university community.

NEWS

As we continue to confront the challenges brought on by Hurricane Sandy, I would like to pay tribute to the entire NYU community on its response to the storm. We are especially appreciative of the exceptional efforts of Public Safety, Operations and Maintenance, Student Affairs, Residential Life and Housing Services, Dining Services, Information Technology Services, and Public Affairs, whose expertise and resourcefulness kept our students, faculty, and staff safe, cared for, and informed. We also salute the many NYU volunteers – and especially students and faculty from the College of Nursing – who helped those in need throughout the neighborhoods around NYU. As it has done before in challenging times, the NYU community came together with resilience, fortitude, and dedication—a response in which we can all take pride.

The **2012 NYU Community Fund-United Way Combined Campaign** is now under way. Now in its 29th year, the fund, supported entirely by NYU employees, provides financial support to local nonprofit community organizations involved with the arts, the elderly, the homeless, and children and youth. Last year, NYU employees donated more than \$100,000 to the campaign. To make your donation or to learn more about this signature university program, visit www.nyu.edu/community.fund.

ANNOUNCEMENTS and SEARCHES

Two extraordinary NYU deans have announced that they will step down in the coming year:

- **Ellen Schall**, named Dean of the Wagner Graduate School of Public Service in 2002, will take a semester-long sabbatical starting in January, and will take on a new leadership role at the University upon her return. Under her leadership, Wagner has soared, reaching #6 in the most recent rankings, recruiting nineteen tenure-track faculty, and attracting top students from all over the world. Dean Schall's thoughtful and insightful contributions as one of the University's academic leaders have helped make NYU a better university. During the search for a new dean, Wagner will have a leadership team made up of Scott Fritzen, Associate Dean of Academic Affairs and Visiting Professor of Public Policy, and Tyra Liebmann, Associate Dean of Student Affairs and Administration, as co-deans, along with John Billings, Associate Professor of Health Policy and Public Service.
- **Ricky Revesz** has announced that he will step down as Dean of the School of Law, effective May 2013. In his eleven years as dean, he has overseen remarkable progress at the Law School, including the recruitment of 45 new full-time faculty, an increase in the size of the faculty by 30%, the introduction of important curricular innovations, increased opportunities for students from socio-economically disadvantaged backgrounds, and the launching of 12 new centers and 19 new clinics. An exceptional University citizen, Dean Revesz has for the past two years led one of NYU's new signature initiatives to create an interdisciplinary institute on cities and the urban environment, an effort that he will continue to move forward. He will also continue to teach at the Law School and to serve as faculty director of the Institute for Policy Integrity.

I offer thanks to the committees undertaking the searches for the new deans, and my deepest gratitude to these two remarkable leaders for their service to the University.

The membership of the committee to lead the search for a permanent dean for the College of Arts and Science has been set. Professor Sylvain Cappell from the Courant Institute of Mathematical Sciences will lead a group that has already successfully participated in leadership searches for FAS. It will include nine members of the FAS faculty, one student, and three members of the University leadership. We thank the members of the search committee for their commitment to the College.

NYU and NYU-Poly have agreed to move ahead with the remaining set of steps necessary for Poly formally to become the School of Engineering of NYU. Since the affiliation agreement between our two institutions in 2008, we have seen many new research collaborations between faculty, growing involvement by students in a variety of academic and co-curricular pursuits, the building of engineering courses into the global network, and success in gaining City approval for CUSP, among many other achievements. We expect Poly's transition to becoming NYU's newest school to be complete before the start of the 2014-15 academic year. Following the announcement this past spring that NYU-Poly President Jerry Hultin would be stepping down, **NYU-Poly Provost K.R. Sreenivasan has agreed to serve as Acting President, effective November 1.** He will also continue to chair the search committee for the next President of the Polytechnic Institute of NYU and NYU's first Dean of Engineering.

HONORS

Ronald Dworkin, the Frank Henry Sommer Professor of Law, has won a 2012 Balzan Prize for his "fundamental contributions to jurisprudence, characterized by outstanding gifts of sharpness, originality, and clarity of thought in a constant and fruitful interaction with ethical and political theories and with legal practices." The prize, which comes with an award of 750,000 Swiss francs (approximately \$800,000), is awarded in a number of subjects each year by a foundation based in Milan and Zurich. Professor Dworkin is one of only four recipients this year, and the only American recipient.

David Amodio, associate professor in the Department of Psychology and the Center for Neural Science, has been named 2012 recipient of the F. J. McGuigan Early Career Investigator Research Prize on Understanding the Human Mind. The prize, sponsored by the American Psychological Foundation, is given biennially to an early-career psychologist engaged in research that seeks to understand the human mind from a primarily psychophysiological perspective. Professor Amodio's research examines the psychological mechanisms of social behavior and self-regulation.

Imam Khalid Latif and Rabbi Yehuda Sarna, both University Chaplains, and Chelsea Clinton were honored with a Juliet Hollister Award from the Temple of Understanding, an organization promoting interfaith dialogue. They shared the award for "advancing a new model of integrating interfaith and cross-cultural education into campus life," through their work with NYU's Center for Spiritual Life. The center is a multifaith initiative that fosters a community of scholars who support religious expression, leadership integrity, mutual respect, and open dialogue.

The Stanford University School of Medicine has awarded its Dean's Medal to Anna Deavere Smith, University Professor and professor of Performance Studies at the Tisch School of the Arts with an affiliation at the School of Law. The school's highest honor, the medal honors individuals who have made contributions that have significantly advanced the mission of the school. Smith is the creator of the acclaimed one-woman show *Let Me Down Easy*, in which she adopts the personae of a diverse group of individuals to portray human frailty amid a complex medical system.

Of 34 universities whose doctoral students received Fulbright Hays Doctoral Dissertation Research Abroad Awards in 2012, NYU ranked third in total awards. Given by the U.S. Department of Education, the awards provide funding for six to twelve months of international research.

GRANTS

The McSilver Institute on Poverty Policy and Research, housed in the Silver School of Social Work, has been awarded a five-year, \$3.8 million grant from the National Institute of Child Health and Human Development. Led by Mary McKay, director of the McSilver Institute, the study will help to develop effective and sustainable HIV care and prevention approaches for the unprecedentedly large population of South African youth infected by HIV in utero.

Mary Northridge, assistant professor of epidemiology and health promotion at the College of Dentistry, has been awarded a grant from the National Institute of Dental and Craniofacial Research and the Office of Behavioral and Social Sciences Research, of the National Institutes of Health, to analyze how older adults living in underserved urban communities in NYC overcome barriers to accessing oral health care services. With the five-year, \$3.7 million grant, Professor Northridge and co-principal investigators from Columbia University and SUNY Buffalo will use systems science to evaluate the oral health outcomes of seniors in Harlem and Washington Heights/Inwood.

Richard Arum, professor of sociology and education in the Department of Sociology and the Steinhardt School of Culture, Education, and Human Development, has received a \$2.4 million grant from the MacArthur Foundation. His team will study the effects of digital learning programs in schools, after-school programs, and summer programs in New York City and Chicago.

Yu Zhang, associate professor of biomaterials and biomimetics at the College of Dentistry, has been awarded a five-year, \$1.9 million grant from the National Institute of Dental and Craniofacial Research to develop and test a prototype glass-zirconia composite dental crown.